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1. The first part of the paper
describes the general principles
of the method.

2. The second part of the paper
describes the experimental results.

3. The third part of the paper
describes the theoretical results.

4. The fourth part of the paper
describes the conclusions.

5. The fifth part of the paper
describes the references.

6. The sixth part of the paper
describes the acknowledgments.

7. The seventh part of the paper
describes the appendix.

8. The eighth part of the paper
describes the bibliography.

9. The ninth part of the paper
describes the index.

10. The tenth part of the paper
describes the summary.

11. The eleventh part of the paper
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12. The twelfth part of the paper
describes the introduction.

UNITED STATES DEPARTMENT OF AGRICULTURE
Agricultural Marketing Administration
Washington, D. C.

March 12, 1942

ADMINISTRATOR'S MEMORANDUM NO. 4

Setting up AMA Policy Committee

Policies in administrative agencies are frequently unclear, unstated and misunderstood. Indeed, a lot of historic precedent, built up and repeated much in the fashion of folklore, often passes for policy.

I believe we should have clearly stated policies in AMA, with reasons for them also clearly stated, and they should be revised as often and as quickly as appears justified.

I have had occasion to study methods of policy making in both public and private organizations. Few are the conscious methods employed; fewer still are clear, and very few are democratic--at least they fail to enlist the resources available in the way of the ideas, suggestions, and brainpower of the personnel of the organization.

One of the best in existence was developed by an oil company with an international organization, employing the A, B, and C conference levels. Another is the senior and junior board system of a large Baltimore concern. There are few systems in public service that are worth examination.

We will develop a system. We propose to have stated policies, to submit them as far as possible in advance of final promulgation to receive suggestions for improvement, criticism, expansion or contraction. And we propose to have a mechanism for prompt consideration of the ideas, suggestions of anyone in the organization on any subject within the field of the AMA.

In keeping with this aim, there is hereby established the AMA Policy Committee with a full-time secretary. The members of the committee are ex officio, the Associate and Assistant Administrators, the Chiefs of all Branches and the Consultant, Office of the Administrator.^{1/} Norman Leon Gold is designated secretary of the committee. He will plan the agenda, draft statements of policy, arrange for their distribution and review and prepare them for final promulgation in the Administrative Memoranda series, and for their revision. The Administrator will be Chairman of the committee, and Dr. Waugh, Assistant Administrator, will be Vice Chairman.

^{1/} Those holding these positions now are: E. W. Gaumnitz, C. W. Kitchen, Ralph W. Olmstead, F. V. Waugh, J. D. LeCron, Carl Robinson, Charles Gage, Edward J. Murphy, Harry E. Reed, J. M. Mehl, W. C. Crow, John B. Canning.

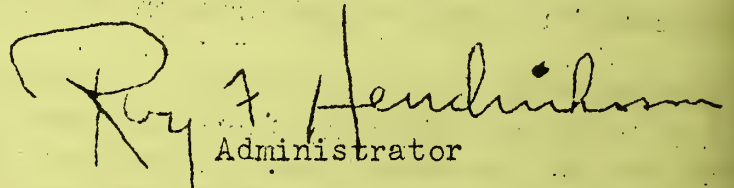
This is in part an experiment in administration, but there is enough precedent to indicate it can work and prove of infinite value to an organization, its personnel and efficiency. The plan may be expanded, and if it doesn't work well, it will be abandoned.

The policies, to be explored, stated and promulgated, are intended to cover eventually our whole program of work. Every effort will be made to keep the distinction between policies and procedures clear--but the two are not totally separate at any time.

When a policy is regarded as unwise, as too narrow, too loose, uneconomic, anti-social or just plain stupid, it is part of the job of an employee to put his objections and suggestions in writing and send this on in writing to his superior. The superior, adding his comments if any, is expected to send this on through the person to whom he reports to the Administrator, who will refer all matters of this kind to the secretary of the committee. The latter, after obtaining whatever background is necessary to assist consideration, will schedule the criticism for appropriate consideration by the AMA Policy Committee. The employee, through supervisory channels, will be notified of action taken, or if no action is taken, why.

One of the reasons that this whole effort is taken is that policy, which is made every day, in some form or at some level of the organization, is too slowly and too ineffectively communicated. This effort will not solve that problem entirely--but it should help.

It is especially important in view of the load of AMA, of the quickly shifting scene, and the necessity for efficient administration of our part of the effort to win this war, that we get decisions quickly, that those decisions be in the light of facts and evidence, that they be as democratically arrived at as possible, and that they be communicated clearly and promptly. The tempo of our whole effort has to be increased, and any long, lingering doubt about policy on anything is unforgivable now.


Administrator

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